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Working Paper

PROPOSED SUB-PANEL STUDY EFFORTS

Three major areas of Sub-Panel activity are proposed for the Panel. They are:

National System Specifications Sub-Panel

A sub-panel will produce a descriptive functional set of systems specifications. This set of functional systems specifications will serve as a checklist and a focus for the Panel's final recommendations. This sub-panel will start with the premise that there is a national system and that there is a community. This sub-panel will come up with a set of system of systems specifications including various aspects and qualities that should be present in an ideal national system.

Its report will be based upon the visits and briefings, studies of the functions, resources, and responsibilities of the intelligence community. It is suggested that the sub-panel also use the original terms of reference established for the SCIPS study as a basis for what the community needs. The intelligence community asked the SCIPS group to establish and define some long-range goals on the use of automatic data processing in the development of compatible systems. The SCIPS study was to include a broad view of the intelligence cycle, including collection, field preparation of documents, communications, systems input and information dissemination, as well as storage, retrieval, display and user requirements. The original SCIPS terms of reference were an indication of the need of the intelligence community for some long-range guidance. For a number of reasons the SCIPS effort was not able to produce this system of systems concept.

It is hoped that this sub-panel will be able to produce some broad systems specifications now, and within the next six months of Panel operation continue to define in more detail various aspects of the plan.

Case History and Product Study Sub-Panels

The second area of sub-panel work involves the case history and product studies. The panel is picking three areas as representative of community products at the national level. These will cover products which were produced in the current intelligence area; the National Intelligence Estimate area; and in the National Intelligence Surveys area.

In studying the products and in tracing the information flow and procedures that went into producing these products, the sub-panels would be serving a twofold purpose.

First, the sub-panel would be examining the product and its relation to the needs of the user that requested the product. The sub-panels will be attempting to look at some product qualities to determine its utility within the decision making environment that it was used. They will be determining what qualities of the product are important in each case. They will not only be examining the products themselves, but will also be looking at intermediate products such as individual analysts' estimates, contributions by various estimating sections, and agency contributions. The sub-panels will accomplish much of this evaluation with the help of the users of the products.

Second, the Panel will be examining further the intelligence processing procedures employed, as well as the information needs. The sub-panel will visit and interview organizations and individuals that were involved in the production of these products. They will examine data bases that were consulted. They will examine in detail the procedures and the facilities to gather, analyze and produce these final products.

The sub-panel's reports on each of these areas should include information on processing functions, such as correlation procedures, retrieval, indexing, file formatting, file maintenance, report generation, and peculiar areas of information processing. The sub-panels should attempt to assess the role that various inputs played in the final product and should attempt to determine what interagency coordination was involved. How much interagency communications were used? The groups should look at the products as examples to help determine information handling problems and should stress how information was used and handled to produce the various products.

The following areas have been picked as possible areas for three sub-panels. Contained is a broad definition of products that they would cover and some things that the group should be looking at.

- a. The Current Intelligence Products Sub-Panel. This sub-panel will look at the current intelligence bulletins produced by the various current intelligence organizations within the community. It is suggested that a one-week set of inputs be collected which will contain copies of the President's Daily Brief, the Central Intelligence Bulletins, the DIA Daily Intelligence Bulletins, diplomatic summaries from the State Department, and various weekly summaries, including the Watch Reports. It is suggested that various levels of classification of these documents be studied, as almost every one

of them is produced in various series, at different levels of classification, for different audiences. Many of the factors outlined above will be quite apparent from the study of these products alone. And the sub-panel should visit and discuss with various producers of these products their use of information and processing procedures used.

The sub-panel should study any logs that would indicate any information exchange activity between various operations centers during that week. It should examine any raw inputs that were sent to the White House as well as any questions that were asked by the White House during that time period.

b. National Intelligence Estimate Sub-Panel. The NIE is the official intelligence estimate produced, using the entire community coordination machinery. It is suggested that two studies be organized in this area. One study would examine a scientific and technical estimate; the other would examine a political and economic estimate. An example should be picked that is a current subject, a subject on which both special estimates and regular estimates have been produced, and a subject that cuts across the intelligence community and is based on many types of inputs. It is suggested that interim reports, memos, and final NIE's on this subject area over the last couple of years be examined and the various components and individuals that produced these be contacted.

c. National Intelligence Survey Sub-Panel. The long range intelligence products are the NIS, which are encyclopedic in nature and are normally about a particular country. They are produced by the intelligence community after sometimes many years of basic research. They are updated periodically. It is suggested that the NIS and various intelligence estimates for two countries be used as a case for studies in this area. One study would be on a Latin American country and place special emphasis on the counterinsurgency support and intelligence gathering of the military intelligence groups. The second study would be on [REDACTED] These studies would pay particular attention to the role of the embassy in the intelligence operations concerning the study countries. It is suggested that all inputs from and about the subject country for a specified time period be examined, even though the inputs were not used for the purposes of a NIS.

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Subject or Source Flow Study Sub-Panels

The third major area of sub-panel study effort would be directed toward a subject or source flow study look at the intelligence community. This would be another way to take a cut of the community to examine information flow. Here sub-panels would look at some subject or source areas and trace these through the intelligence community, looking for answers to questions such as described above. The four following areas are suggested for sub-panel activity:

- a. A Biographics Sub-Panel. This group would look at the biographic information stored and used in the various intelligence organizations. Biographic registers or files are kept at each of the intelligence organizations and are used and filed in different ways. A sub-panel should find out the peculiar requirements for biographic information at each of the agencies; should explore what information is now being kept in duplication and what information is being transferred or exchanged among the various groups. It would rely heavily upon the information that has been collected by the Biographics Task Force of CODIB.
- b. Installations Sub-Panel. The second subject area is information on places. Various intelligence organizations keep information concerning places and facilities. In the community this has become known as Installation Information. A sub-panel will examine this information at various agencies, looking for information exchange, information duplication, information filing, storage and use procedures. It should pay particular emphasis to all-source information, format, nomenclature, terminology, size of files, geographic names, etc.
- c. Reconnaissance Information Sub-Panel. In a source flow study, a sub-panel should trace a particular flow of information from reconnaissance sources. It should look at the output of a particular mission and see how this information is exploited, analyzed, and summarized, what formats are used, and how this information is distributed throughout the community and filed and stored in various agencies.

The output of the Joint Imagery Interpretation Group will be a valuable input to this sub-panel's activity. In fact, this sub-panel may want to delay its study until the Group is finished with its work in May.

d. Signals' Information Sub-Panel. A sub-panel should look into the flow of signals intelligence information throughout the community. This sub-panel would start with NSA and follow the information to its final users. It should determine how it is formatted and how it is sent out to the rest of the intelligence community, and how it is then stored and used in the various intelligence activities.

It should not limit its scope to Communications Intelligence, but should also look at the Electronic Intelligence. Particular emphasis should be placed on indexing and filing of the information. This sub-panel may also want to trace some raw inputs in this area as well as finished products.

#### Summary

These sub-panels would not, of course, take a complete look at the information flow and handling problems within the intelligence community, but it is felt that they are representative and will cover most areas of the intelligence community. It is realized that this type of analysis will result in various sub-panels crossing paths at times, but when these efforts are completed it is felt that the panel will have assembled a body of collective knowledge which will enable them to make some sound recommendations to the intelligence community on improving its facilities and systems for information handling. Each of the sub-panels would document its efforts, report back to the total panel assembled and share information that they have been able to glean from their sub-panel activities.

The sub-panel reports should include material explaining how the system now works. Using these documentary case histories and information flows as a basis, the sub-panels should then see how these deviate from the system of systems approach proposed by the system specification sub-group. The sub-panel should attempt to examine the current method of operation against the systems specifications, making assumptions and conclusions as to the desirability of changes in procedures, facilities, and information transfer arrangements.

It is hoped also from these sub-panel reports that the Panel could develop alternate technical solutions to improve the processing functions which they are describing. The Panel will attempt to assess the impact upon the community's future plans to improve these functions and how each of the areas examined would be affected by these new systems.